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THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

CM-3228-74

10 MAY 1974

## MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

Subject: Key Intelligence Questions for FY 1974 (U)

1. (S) Reference is made to your memorandum, dated 9 March 1974, which requested concurrence and comments of the members of the National Security Council Intelligence Committee on the Key Intelligence Questions (KIQs). Additionally, you discussed your objectives for the KIQ Evaluation Process (KEP), and requested any comments as to the kinds of questions on which to focus in the next iteration of the KIQs.

2. (S) I appreciate the fact that you and your staff have taken a great deal of time and effort to accommodate the comments contained in my 21 November 1973 memorandum; however, I am still concerned about the orientation of the KIQ/KEP program to "... intelligence topics identified as being of major current importance to policy levels of the Government." DoD intelligence resources expended to satisfy the KIQs are necessarily only a small portion of the total Defense intelligence effort required for support of the Secretary of Defense and his Staff, the Joint Chiefs of Staff, the Services, the Unified and Specified Commanders, and the field forces. Therefore, your proposed Evaluation Process, which provides an assessment of performance based solely on the responsiveness of resources to the NSC, could impact adversely on Defense intelligence.

3. (S) While you have caveated the KIQ/KEP pilot run with respect to departmental and tactical intelligence collection and production, the basic orientation of Defense intelligence is the support of all levels of intelligence consumers in the DoD. This support also includes those below the upper policy making level. National intelligence planning should recognize DoD intelligence requirements, and resources must be provided to accommodate these requirements. I am concerned that in using KIQ/KEP as a

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management tool to assess the effectiveness of the overall intelligence effort, inadequate consideration will be given to resources required for essential Defense requirements.

4. (S) As I commented previously, there is a similarity in concept between the KIQs and the Critical Near-Term Defense Intelligence Objectives (CNTDIO) list. Further effort to provide for integrated operation of the two lists, both in form and timing, would enable DoD to use the CNTDIO as the basis of Defense related KIQs with resultant substantial saving in man-hours.

5. (C) I note that the development of a method for evaluating user satisfaction within the KEP remains to be done. I propose for your consideration that the NSCIC Working Group address this problem and submit recommendations to the Intelligence Committee.

6. (C) With regard to the next iteration of the KIQs, I feel that the instrument would prove a more valuable management tool if the focus of priority intelligence interest were sharpened and the number of questions reduced. A modification of this sort would enhance the critical nature of the issues in question, and would ease the burden of the participants in providing effective measurement of progress in these areas.

7. (U) I was very pleased to note the attention and care with which you dealt with my earlier comments. I am sure that with continuing communication and our mutual effort at solving common problems, we shall succeed in providing a most useful and meaningful management tool to balance the substantive needs and resource allocations of the national community.

(Sgd) J.P. WEINEL

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